

17 December 2017



Compete or Collaborate? **GERMANY AND THE UK**

Fintech Future

Global Brainstorm for GEW17
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The Global Brainstorm 2017: **FINTECH FUTURE**

Whether to compete or collaborate in lieu of Brexit?

Report revealing the results of a brainstorm for Global Entrepreneurship Week.

WHY READ THIS REPORT?

What is fintech and is it just fringe? Will there be a major disruptor in the financial sector? Who are the current contenders? What can big banks do to secure their future? What do innovators and entrepreneurs need to know to succeed? Is government influencing innovation and what will really boost financial service provision? How will Brexit impact the industry? Are we competing constructively or could we be collaborating more creatively?

Follow our thought-steps to draw your own conclusions as we map the shifting sands to forecast a fintech future for the UK and Germany.

Succinct Summary:

The conversation quickly moved beyond the binary options of whether to compete or collaborate to conclude that there is no silver bullet solution. The needs for fintech are real and technology will continue to evolve. Existing market demands are not adequately served by incumbent organisations that appear too focused on product silos, limited by antiquated platforms and lacking in knowledge or understanding of requirements. A diverse customer base wants personalised and relevant choice. Organisations too comfortable with the current status quo are likely to lose valuable market share to innovative and active new entrants. Innovation is bottlenecked by regulation, market division and a lack of government support and though the industry is evolving, a major disruptor is unlikely to emerge from either the UK or Germany at this point in time. The advent of open banking offers opportunities to improve this situation if we can develop better ways to work together, new business models and a homogenous platform for the new financial age. Brexit for Fintech UK feels like a full blown hurricane whipping up the next financial crisis whereas Germany appears less affected by this force. The current competition to attract talent to specific physical locations seemingly misses the point of leveraging technology to connect like-minds, share common content and achieve greater ambitions together.

Regulator takeaways:

- ▶ Homogenise the market.
- ▶ Recognise this is less about location and more about access to information.
- ▶ Develop better ways to support innovation.

Incumbent takeaways:

- ▶ Be aware of the tech giants.
- ▶ Stop stitching broken platforms and open up APIs.
- ▶ Develop better ways to work with new entrants.

New Entrant takeaways:

- ▶ Know whether you're disrupting or collaborating.
- ▶ Adjust agility to accommodate partnership or policy-change lead times.
- ▶ Develop new ways to work together.

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What is Fintech?

'Fintech' is financial technology and innovation aiming to upgrade traditional financial methods and the delivery of financial services.

Is Fintech fringe or set to change financial services?

'Fintech' has been in evolution since the 1960's, gaining added traction and good branding with the global recovery from the 2007 financial crisis. The needs for Fintech are real and technology will continue to evolve. How it evolves and who or what will lead this evolution is the continued question.

Current players in financial services:

- Big Banks and industry incumbents.
- Governments and regulators.
- Corporates and other incumbents.
- Digital tech giants such as Amazon and Alipay.
- New entrants, innovators and entrepreneurs.
- Clients, customers and financial product consumers – B2B and B2C users.

Incumbent organisations.

“Traditional players play a huge role as the platform for the new financial age”

Incumbent organisations – the 'big banks' – have established their processes and systems over hundreds of years and evolved their technology tact, largely through outsourcing, to the point where its messy, fragmented and difficult to disentangle. Little knowledge is left within these organisations as to how best to upgrade and open their platforms. Largely staffed by very well paid senior men who don't fully comprehend the genuine importance of innovation because it doesn't affect them, it is little wonder why customers are dissatisfied with their service providers. When asked if they'd switch banks, customers are likely to say 'no' and such complacency is in danger of misguiding the big bank's approach.

“Banks still have a lot of money, a huge customer base and a good brand but they don't have digital tenants”

Incumbents and big banks may well look to new dynamics entrants to disrupt the industry, but largely this ignores the threat posed by the tech giants such as Amazon, Facebook, Google, Alipay and e-Chat. Whilst big banks remain over-focused on product silos, a chipping away of their market share is likely to occur. If big banks could see themselves, not as owning the customer or product, but as the platform for the new financial age and then open this platform up to allow new entrants to build on it together, then diverse market needs are more likely to be met. This will be the real 'unbundling' in the advent of open banking.

As it stands, barriers to the banking process; compliance, data protection, non-transparent strategy maps, long lead times, human decision making and risk-removed product piloting make it challenging, despite goodwill, for innovators and incumbent to partner to drive sustainable change.

The state of regulation.

“A change in regulation can boost a business model or idea to a new level.”

Financial services remain a regulated industry. Changes to regulation have long term implications for incumbents, innovators and entrepreneurs. The PSD2 and the CMA directive open potentially game-changing opportunities in fintech by enabling other markets and the whole economy to be innovative in the financial services sector. How open ‘open banking’ will be is the subject of some scepticism until the homogenisation of the market, from a legal, regulatory and framework perspective, can be achieved.

The BREXIT situation.

“Brexit is not just a wind, it’s a high grade hurricane for Fintech and financial services in general”

Though the outcome of Brexit remains uncertain, regulatory and investment frameworks are likely to change. The perception is that the UK is manufacturing the next financial crisis with its decision to leave the EU. Free movement, if offered to anyone in financial services, should include innovators and entrepreneurs, the brainstorm proposed.

Competing for location.

“It’s not about location it’s about content and working together”

Certain cities are competing, with fierce marketing, to attract certain startups, but this is unhelpful. The fintech world is a very international. It does not rely on physical location rather, it benefits holistically, from shared content, data and better ways to work together.

The bottleneck of innovation.

“This kind of fintech will only proliferate outside the tightly controlled banking regulations and culture”.

Government plays a huge role in developing and pushing through some of the innovation that appears at a bit of a bottle neck right now. Uncertainty in the current situation and differing regulations across a fragmenting Europe make access to market harder for startups and fintechs who are further challenged to match funding levels raised by new entrants with access to bigger markets or with more government support. This leads to lower market valuations and less incentive to innovate. A lack of diversity, fear in the market of digitization and the development of tech, and the widening disparity in financial literacy, is also hampering progress.

Empowering Entrepreneurs.

“There will always be entrepreneurs who will try to improve the situation.”

There is huge entrepreneurial interest in the whole fintech scene. Though 90% of startups may still be failing, by better working together, pushing new ways of thinking, new models of finance and changes to regulation, entrepreneurs will leave a lasting legacy.

“Young guys, more dynamic guys will take over...”

Ladies; the lads want you in the ecosystem. Lads; despite how inclusive you say you are, you use the term ‘guys’ a lot. This is indicative of the degree of unconscious discrimination ingrained in the ecosystem.

DIVERSITY

“More visionary companies will push the regulatory rules in order to establish structures that will enable other fintechs to evolve alongside traditional banks.”

To disrupt the industry, be mindful of the following:

- ▶ Change is likely to take longer than you think – prepare for the long haul.
- ▶ Policy may prevent progress; know how to lobby and account for this time.

DISRUPTION

“For years, the adoption of the best ideas in fintech depended on co-operation of banks.”

To partner with an incumbent, know this:

- ▶ Just because goodwill exists to work with you, that’s not to say it’s possible to.
- ▶ Be prepared to comply with data protection and all other regulation.
- ▶ Ask to know their decision making process or strategic road map in advance.
- ▶ Manage your expectations realistically – a pilot may not be further promoted.
- ▶ Adjust your agility to match their speed and accommodate overheads accordingly.
- ▶ Bend and blend to match their culture rather than expecting them to change for you.
- ▶ Know that not all decisions will be under your control.

PARTNERSHIP & COLLABORATION

“If regulation differs across all the European countries and access to market is hard then the startups and the fintechs will not have an easy time. This is why we have to work on a European level, at least, and make it easier for the startups to launch products and become more active in other markets.”

Together we need to develop better ways to work with each other:

- ▶ Innovators with regulators.
- ▶ New entrants with incumbents.
- ▶ Incubators with incubators around the world.
- ▶ Investors, lobbyists and policy makers with the ecosystem as a whole.

Find like-minds at places such as Finleap, Level 39, Techquartier and Startupbootcamp.

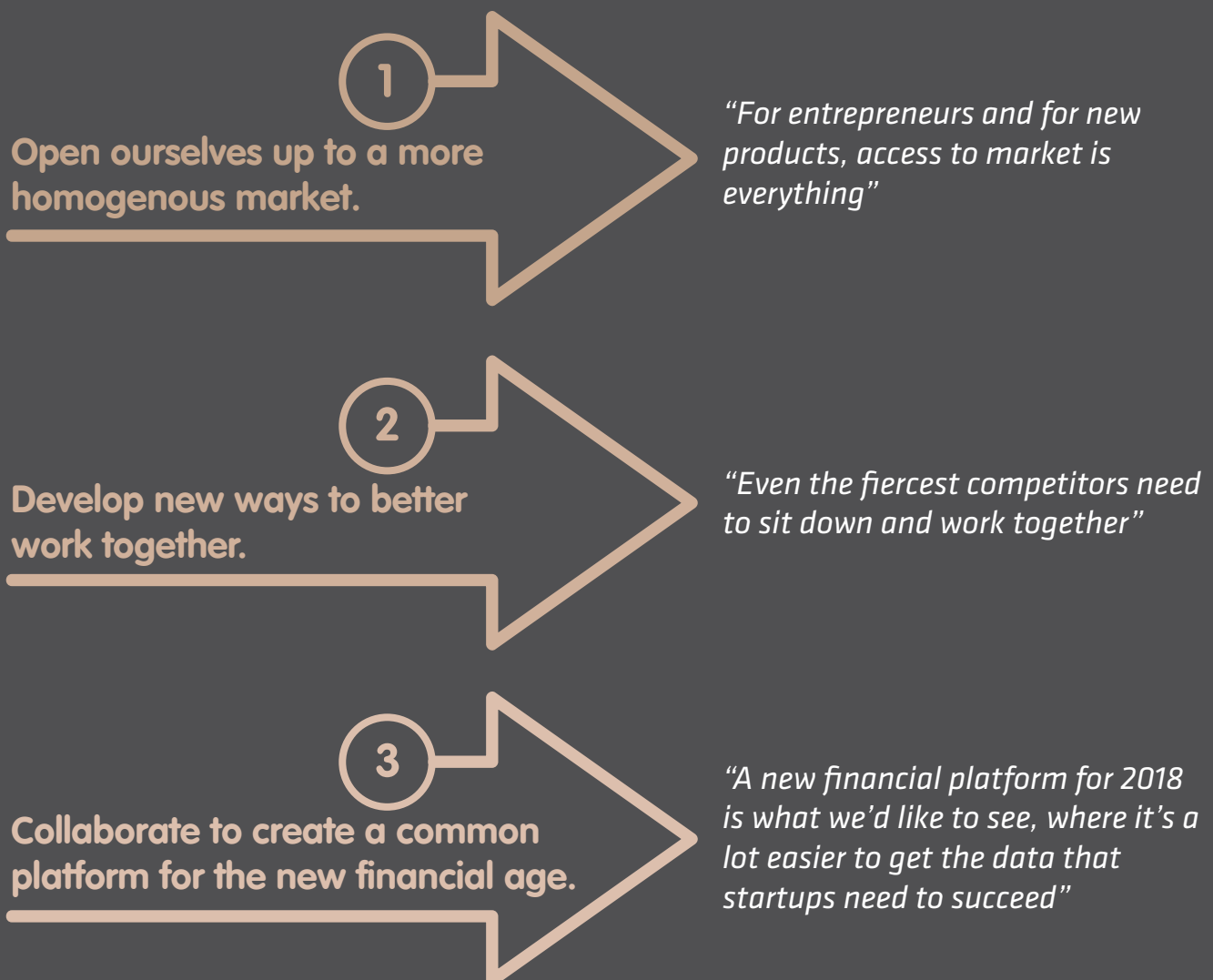
NEW WAYS TO WORK TOGETHER

Who will disrupt the industry?

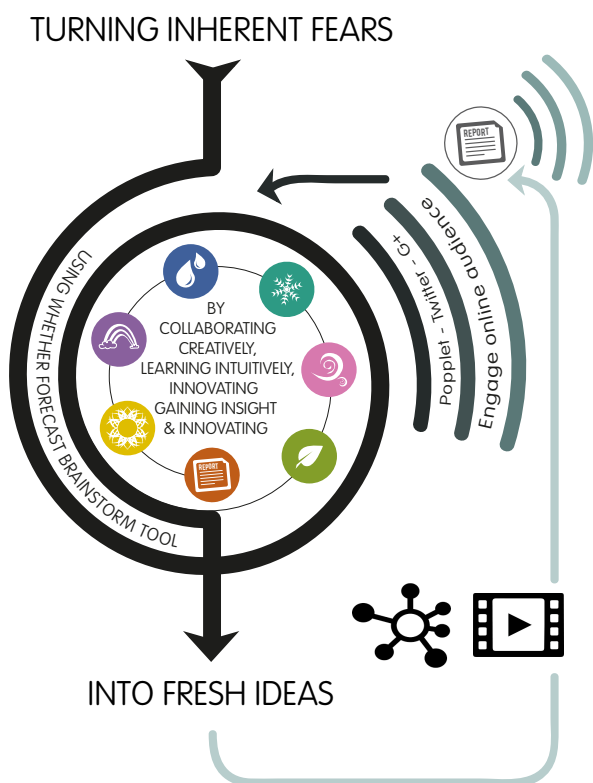
The government with enough vision to support innovation and re-write regulation, the bank brave enough to open up its API to open source development, a residency of digital tenants capable of creating its own financial products, a new entrant with accelerated engagement or the demands of the diverse market? It's more likely to be a collaboration of the above rather than any one, major game changer. The European Financial sector is unlikely to cultivate its own Uber or AirBnB capable of disrupting this industry because of regulation control and the fragmentation of the market. Players in Africa, America and the APAC regions with access to larger, homogenous and more open markets find it easier to raise greater funds and test innovation. Disruptors are more likely to emerge from these regions - with china being the one to watch - this study suggests.

3 keys to European fintech success

"We have to work on a European level at least and make it easier for the startups to launch products and become more active in other markets."



How the brainstorm works:



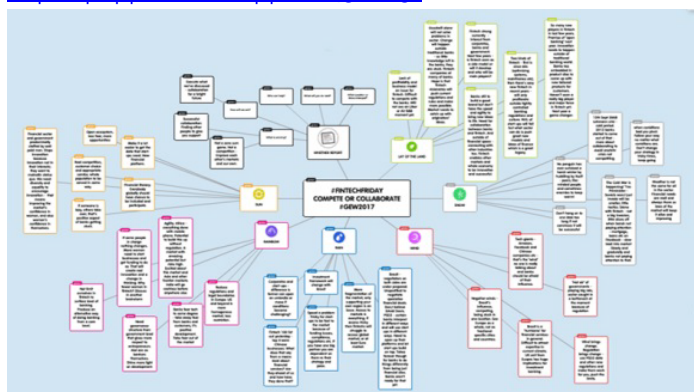
Video recorded live on 17 November 2017:

<https://www.youtube.com/watch?v=M5VLX5AzRRo>



Popplet map:

<http://popplet.com/app/#/4368651>



Click the links above to view the recording and map.



The Fintech sector is definitely a strong movement currently. We see a lot happening however the next couple of years will prove if this movement is sustainable or not. Currently, a lot of money is invested in Fintech. A huge interest from corporates, banks and the government and we see in Frankfurt that there's a huge interest in the entire scene. Next two-three years will prove if the topic of Fintech is disrupting the whole banking industry or whether its digital giants who have Fintech as a side product that really tackle or develop new business models and new solutions within the Fintech sphere so taking stock it's a great movement at the moment however we will see in the next few years who will really disrupt the industry.

So many new entrants have come into the market in the last few years especially when fintech became a term that is used a lot and it's easy to sneer at a lot of these fintechs because a large proportion (and we see this a lot in the startup world) aren't that ground breaking and aren't actually that disruptive to the to the incumbent model but that's not to say that it's not a good road to go down. I'm a big fan of this whole ecosystem where I think banks and incumbents and traditional players play a huge role as the platform for the new financial age and having new entrant build on top of them which is that promise of open banking that we're going to see next year. In terms of actually disrupting the industry that makes products better for customers, I think this needs to happen outside of the traditional banking world. There are just far too many limitations inside traditional banks for a truly disruptive product to emerge from one of the big players. Banks are too embedded in product silos to be able to bring up products that might be temporary, that might be tailored to cover a specific customer segment and I think we have not yet seen a real big player, a real disruptive force in fintech yet - and that's not to say it won't happen and I think it will happen especially when we see what happens with the CMA directive and PSD2 next year. I think that's going to be a huge game changer for the industry.

What we are seeing is the potentiation in the Fintech space in collaboration between banks and fintech. Banks still have a lot of money, a huge customer base and a good brand but they don't have digital tenants, they don't have agility and they don't have speed and the fit between both. On one side startups can be speedboats to bring

your money?" A bank. That's proof that banks will always be around because that's the Yes or no question, that's the Brexit question but that's not real life. That's not how fintech is going to come in, it's not going to be a big invasion, it's going to be little slices off when the banks are not paying attention. So, you make a payment on facebook, you get offered a loan, oh!, there's a mortgage and one by one Salami tactics, it gets sliced off, sliced off, sliced off and I don't think as much as banks talk and talk and talk to PR that they actually understand that this is what is going to happen. One day they'll look around and they'll be a regulated bucket full of money with all these products around it. This is the unbundling. This is the salami tactics and it's going to happen slowly and gradually when Banks are not paying attention to this because they're paying attention to their product silos.

When the weather changes to bad its different per business model. So for example we've seen B2c ventures pivot to B2B model to attract One big customer and millions of end users. Sometimes it was successful. What we're seeing at Finleap is a diverse portfolio. You need to make a decision if you switch off and then take the assets (the team, the ability, the agility) and start something new. Not to hold too long to one idea if you're not convinced it's going to be successful.

No penguin has ever survived a harsh winter by huddling by itself so as the winter comes it benefits all players to huddle with friends and like-minded peers and sometimes enemies to keep warm.

The banking industry and fintech industry have moved through a winter in 2008, starting on the 15th September in 2008 and the Leeman crisis which is still kind of not really on going but of course the banks needed a while to stand back up again and it started in 2012 and 2011 when they came out of that winter and started innovating again. They should now be really well prepared to know that it is more about collaborating and even the fiercest competitors need to sit down together and work together to avoid a crisis like that and I think this is what was just mentioned with the Penguin as a very good example. It's all about collaborating and not about competing.

WIND



Traditional incumbents, regulators the customer base...

Fintechs entrepreneurs, banks, incumbents and banks need to be afraid of the new dynamics guys coming up but a lot of people miss the Tech giants like Amazon, Google, Facebook who may enter this market. If I was a bank I would be more afraid of these guys that the couple of small entrepreneurs that are out there. That's a wind nobody is really talking about. It's coming up right now and it's getting stronger and it's a wind nobody is really talking about, especially Amazon.

One big wind which some might call 'hot air' is that government plays a huge role in developing and pushing through some of the innovation that is right now at a bit of a bottle neck. With sufficient lobbying and support from treasury, the financial regulator and broadly our government would give a big boost to sales.

Agreeing about the big tech companies and adding in Alipay and echat from China who are going to play a huge role in Fintech.

Not all winds or change is negative for business. PSD2, as everyone knows, is a huge opportunity as a change in regulation that can boost a business model or idea to a new level. For instance we're currently looking at how we can use PSD2 data for insurances in the insurance business so there are huge opportunities in a change of regulation and other external influences.

There are a lot of positive winds but I also see negative winds and we're talking about Brexit. A negative wind that I see in Germany and other countries is that certain cities are really compete in terms of dragging startups from certain locations to others. So, they really do fierce marketing and competing in terms of which location gets which startups and I don't think this is very helpful. So, it's more about collaborating together as cities and together as locations not for example approaching, startups from London or startups from overseas to do everything to market your own location. So, it's not about location it's about content and working together. I think Europe needs to take a huge step forward to see Europe as Europe and not to see only country specific needs or city specific needs. This is a wind that is blowing currently We see a lot of fractions going on in Europe currently that we shouldn't be supporting. See Europe again and not just the city level.

Brexit is not just a wind, it's a high grade hurricane for Fintech and financial services in general! The fintech world is a very international world. There are very highly skilled people from all around the world. With the uncertainty, it's very difficult to attract people and entrepreneurs who rely on energy and initiative etc. This is a real and serious problem. We are manufacturing the next financial crisis in the UK and the last measure to include a fixed date for our exist from the UK has a huge implication for investment banking and all the contracts that already exist. I don't look forward to this at all. It's very little discussed outside economists' circles but if you pay attention to this it's pretty scary what we're heading into.



startups
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In light of Brexit, the regulatory framework will change and the investment framework will change and these are essential for entrepreneurship and financial services.

One of the things that could happen is a more fragmentation of the market, even more local thoughts that you have, only supporting your own regions and I think this is one of the rains that we can expect because for entrepreneurs and for new products, access to market is everything. If regulation differs across all the European countries and if the access to market is so hard then the startups and the fintechs will not have an easy way to access new markets. This is why we have to work on a European level at least and make it easier for the startups to launch products and become more active in other markets.

Skirting around Brexit, collaboration and partnership: On the Brexit side, whether or not it's happening, the people who are negotiating the terms, whatever side you're on, are woefully unprepared and unqualified to be negotiating what's going on with Britain and the EU. There is something that came out in the UK this week, David Davis made an announcement that bankers would get free movement in Europe post deal. I don't know what he means by that; whether a banker or somebody who works at a bank, obviously that doesn't mean a startup entrepreneur which is what we're talking about; that a lot of these startups need freedom of movement. I think that's going to be a problem, whether you see cracks from people who are unqualified to negotiate complicated scenarios and we get some strange weird role saying bankers can live wherever they want but other people can't which would all be quite strange. Don't ever believe anything David Davis says. In terms of partnership, what we're going to see next year with open banking is going to be very interesting. The PSD2 and CMA is a framework based directive not a Standards based directive. This means that the banks that are required to comply with these regulations can kind of interpret the way they can comply. What I know about banks is that banks tend to...When PSD2 documentation first came out it went to the compliance team and not to people on the front lines... and that's how banks think about regulation. So I think we'll see regulatory arbitrage where certain banks interpret how to open up their platforms in different ways and to see which startups go to which banks. Ignoring all the PR gook that comes out of banks, I'm not sure that

they really understand what it means to be like a Google or a facebook and open up their platforms, open up their API's and let new entrants to build on top. What this does is it eliminates the fiddly humans. The reasons why startups have such difficult times partnering with banks is because humans are involved. Banks are huge, giant full stat organisations. It's not anything malicious, it how banks operate and it take a very long time to negotiate any partnership – like at startup boot-camp, your heart would be ripped out every day watching these negotiations just perpetuate. With open banking, that has the potential to disappear. Banks, if banks can look at themselves as not owning the customer, not being product siloed but as the new financial platform for the new age and let new entrants build on top, that has the potential to really change the industry and I'm not quite sure that they fully understand the ramifications of that or are ready for it.

It was interesting to see yesterday's KPMG H2 venture Fintech 100 list – which is a yearly list of 50 leading innovators and 50 emerging stars in the fintech space. The top 4 were Chinese businesses, Ad financial, Zogan insurance, 10cent and another. What does that say from a macro level about the future of financial services when it is seemingly being dominated by the APAC region. Are they leaps and bounds ahead of us in development of technology? How have they done that? How does that affect us as Europeans and do we need to have a response?

We strictly believe in collaboration between startups, incumbents and big organisations but if we're looking at the negative side, the big problem for startups in the subject of speed. From the first point of contact to the contract between banks and fintechs could last for more than one year – there is such an incentive for startups to be fast to market because they have limited access to money and their resources and the wrong partnership or a process that lasts too long, could be critical to the business of startups. There are so many gates in the banking process, it could be compliance or data protection and so on that it's so hard for a lot of fintechs to see how long it takes from first contact to goal line. Also, if you have one big partner then you're dependent on them. You don't have everything in your control and you are dependent on the banks and their decisions or strategic roadmap which you don't have control over.

From my experience working for a fintech startup and it's a huge problem - The B2B sales cycle can last for two years and you have to finance these 2 years and then the big corporates start with a little pilot and this is a huge problem. Competing for locations and regulations can also be an issue. What is the USP of a startup? Its USP is that it's agile. I've never heard a startup say "I'm going to Frankfurt because the conditions there are better" No! Also with regulations, startups always find a way. That's why they're out there and it's the big difference between startups and corporates. When it's raining it's easy for a startup to move or open up an umbrella corporates can't do that. Startups can move and open umbrellas where corporates cannot.



The best or most potential market, realistically speaking, is Africa – people grow up with mobile phones, they don't have a bank account but they do everything with a mobile phone and that has huge potential to build up mobile based business models without regulation. You have other problem in Africa but when you look at the conditions down there for me it's the market with the best potential and the outlooks is pretty amazing but the risks are pretty high, different risks but from an entrepreneurs perspective, you can do whatever you want – I mean not bad but in terms of execution and that's a market that I'm pretty excited about and we will definitely see that fintech from Africa, East Asia or other frontier markets come to Germany or other developed countries.

A governance structure from the government level which gives more respect to entrepreneurs and what they're producing because systems and process which have been evolving over 100's of years i.e. banking, need to be changed and entrepreneurs need to be respected more in order to understand that. A lot of these entrepreneurs are x-bankers themselves, they know the ropes, they know the game. If we had a system whereby they were put into the limelight, so techquarter, level39, Finleap, startup boot-camp that's effectively what we're all doing; we're shining a light on these entrepreneurs, so a little more light on entrepreneurs.

My wish would be to obtain a more homogenous market; to reduce the boundaries, especially from a legal or regulatory perspective so that we have a common marker in Europe. It's also why the American and Asian startups raise so much money and get a different valuation because the market is much more homogenous. Even if we have a European union and some of the big market leave us there are still a lot of regulatory issues from state to state and also from a customer perspective. It would be great from a European perspective to have a more homogenous market from and legal and regulatory framework.

The other missing Lego pieces from the new way of doing banking will emerge and be developed by entrepreneurs and we will not limit ourselves in fintech to the surface or visible face of banking. There is so much underneath that needs to be solved in order for the final offering to the customer is personalised and relevant. My hope is that somehow we'll be able to produce that alternative way of

doing banking from various companies and I believe that the trend is in that direction.

We are talking about fintech and what we see is that we are all enthusiasts about technology and the developments that fintech bring but there are so many people out there who fear the development of digitization and tech and they really are afraid that things going in the wrong direction; that machines might take over in the future and stuff like that. I think it would be really great if we could remove the fear from the people about current developments because it is not a negative movement, it is to a major extent, a positive thing that's happening here however we have so much criticisms about those development and we should all see technology developments as a positive thing instead of a negative thing.

One of this things I would like to change the status quo and legacy thinking and legacy technology, I would like to see a small change, when I see a pitch deck from a startup I don't want to see the last slide deck be a smiling picture of 4 smiling men in hackathon t-shirts, I don't want to see boards of banks filled with men in ties and dark suits and I don't want to see IT departments and leadership departments filled with men and this is nothing against men but if you sit there and wring your hands thinking why won't anything ever change when the same people are in charge over and over again. The easiest way to disrupt culture is to change the people who are perpetuating it. I want to see a lot more women start business and a lot more women get money to start their businesses.

Why aren't there more women in tech out there?



On a sunny day we're entering a new age of financial platform where it's a lot easier to get the data that startups need to build their product. There's a variety of startups out there with a lot more problem solving. So, a new financial platform for 2018 is what I'd like to see on a sunny day.

Taking the fear out of the topic of technology - but there is a second thing which is financial literacy. We have to bring everybody globally, everybody in the world, everybody should have the chance to really participate in

these developments – and this is about financial inclusion and financial literacy. A beautiful sunny day is when everybody on Earth has the opportunity to participate in the positive things about technology and fintech.

I don't expect to see just 4 big banks in the UK sharing the market equally. I don't expect to see all the functionalities for delivering financial services clustered with these big four banks. There is no need for that. This is the result of various forms of regulations over the years. The technology stats are actually the result of well-meant regulatory measures. I would like to see real competition. I would like to see customers treated as customers with choices and services that are appropriate for them, I would like to see the whole spectrum of the population being served - we're looking at huge inequality in the UK with huge sectors that are underserved. We're thinking about Africa etc. but we should look in our own yard.

We have sunny days right now, everyone has the opportunity to create; to see problems and to solve them. we have enough money in the markets, we have very creative people coming out of different institutes also other people who see problems and they solve it. I'm pretty optimistic. Now we have a few challenges like the Brexit thingy or Trump maybe overall its very positive the last couple of years with kinds of startups that have popped, we have Uber... For the next couple of months and years the sun is shining in my world. I'm very positive.

Diversity. We ought to remember that financial services and government is predominately staffed by very well paid senior men who don't really understand the genuine importance of innovation because it doesn't affect them. They're going to retire; comfy salary and then move on. On a sunny day, in a sunny world people at the highest levels of incumbent organisations and those people at the negotiating tables in Brussels would understand the long term implications of their actions and their decisions which would benefit us all greatly. That kind of change would be a sunny day for me.

In the UK we are very much at the end of that. It's probably quite difficult to perceive even in Germany what it is like on the ground in the UK and how people feel and what is happening with Brexit..

For me it's really hard. I worked for an insurance company and I left exactly for that reason. If these people are tired, if they don't see the change then a young guys, more dynamic guys will take over. If someone is lazy in these days other people will take over. The next level of collaboration would be really sunny, more collaboration between fintechs and other fintechs, between banks and insurances, more platformization in the market place where everyone has their path but it's more open and no-one is really thinking about themselves but a more open ecosystem would be really sunny. With less fears in the decision making and much more willingness to see opportunities in the market – from a German culture this is missing. More opportunities and less fear.



Collaborating, better working together, making the market more homogenous, but not ignoring the wider world, by realising these country boarders are hot air. Fintech transcends all boarders so better working together Irrelevant of our physical location but because we share a common mindset, a common skill set and a common attitude to what we're trying to achieve.

It's not an either or, it's not a silver bullet solution. everyone made point to talk about improving the industry and different parts different players will have in a strong ecosystem. It's not a debate about the key strategy; it's a combination of lots of nuanced, complicate layered factors.

It's not a zero sum game by any means. Some parts of the old system will fall away naturally and some new players will come on board but it doesn't benefit us broadly to see this as a zero sum game where we need to elbow each other in the face as hard as possible. We need to see where we can improve each other's markets and where we can improve our own. It's not an either or.

Gender, religion, skin colour it doesn't matter anymore. When you have a good idea, when you want to change something, you find other people who want to give you money, who want to give you support and that's what I mean by sunny days and why I am really optimistic. We will see a lot of new things coming through in the future.

Everything was said but not by everybody. If we try to execute what we've discussed today collaborating more than competing and seeing it all from the same perspective then this will be a bright future – and actually it is. The future is here.

IDEAS THAT EMERGE FROM THE WORDLE FOOTPRINTS

Use the wordle footprints above to stimulate your own thoughts and fresh ideas.

- Market entrepreneurs not cities
- GEN financial literacy day.

USE THE WHETHER FORECAST BRAINSTORM TOOL
<http://celiagates.com/whether-forecast-ebook/>

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11:FS

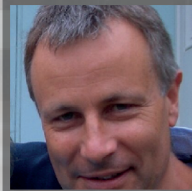
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Hosting and facilitation:



Celia Gates
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Your participation:

Contact celia@theglobalbrainstorm.com to propose the subject of our next intervention or to contribute to the conversation.

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